



KOLEGJI - COLLEGE
BIZNESI
Prishtinë

The Strategic Plan 2021-2024 of Biznesi College in Prishtina was drafted pursuant to the Decision of the High Teaching Scientific Council, according to the Statute of the College, Article 81 and was approved by the Decision of the High Teaching Scientific Council of BIZNESI College on 25 September 2020;

BIZNESI COLLEGE STRATEGIC PLAN 2021-2024

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Introduction

Following the successful implementation of Biznesi College Development Plan 2014-2020, the Board and the Dean's Office of Biznesi College decided to review the implementation of the previous plan and draft the Strategic Development Plan of Biznesi College 2021-2024. For this purpose, a working team has been appointed that will coordinate the drafting process of the Plan, as well as the broad team (covering the main areas of planning, including our external partners), which will contribute by participating in the planning workshops.

The strategic team held regular monthly meetings throughout the planning process, while the broad group consisting of our external partners participated in three planning workshops. The budgeting of the activities and the action plan were drafted by a close working group composed of Biznesi College.

Working group for drafting the Strategic Plan 2021-2024

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Development Plan 2016-2020

Review of the previous Plan 2016-2020 has shown that most of the foreseen objectives and measures have been fully achieved. Investments have been made in infrastructure, technology, means of transport, in the employment of teaching personnel (due to change of the criteria by the Accreditation Agency).

Accredited and re-accreditation of programs are of interest for the college as well as expanding with new programs.

In this period of time, Biznesi College has invested in infrastructural, technological capacities in the Center and its branch in Prizren. The College with its development capacities has continued to advance the development of scientific research fields. Another area in which Biznesi College has made progress is the advancement in the field of quality assurance. This plan has been fully fulfilled by Biznesi College.

Further conclusions: Internal analyzes and external facts analyzed for this period have shown that commitment is needed to increase professional and technical capacity. After an in-depth analysis, the Strategic Group was established under the leadership of the Rector, Prof. Dr. Shhyqëri Kabashi. In the following we provide an overview of developments and data as well as the commitments of Biznesi College derived from the strategic objectives proposed by the Strategic Group.

Extended context of developments to date

After two decades of efforts towards reconstruction of the system of higher education, Kosovo education is entering in a more advanced development stage, Biznesi College is following the same path too.

In addition to the advancement so far, new circumstances and other social, economic and social developments have emerged, which increase the need for greater development. These years were years of education progress and knowledge delivery.

This period is characterized by an increase in interest in higher education. This interest in education is perceived according to our statistics indicating that there are 65 students per 1000 inhabitants.

Kosovo in this period arrived to surpass the countries of the region in terms of interest in higher education.

In addition to positive aspects, this period has marked an emphasized focus mainly in earning the university degrees and qualifications mainly in social sciences, especially the economic ones, justice as well as the other field of emergencies. According to our data, the interest of new students to study at our College has been impressive.

In this time period, Biznesi College has been working in providing favorable opportunities for more advanced studies in line with the developments of the market economy, more precisely respecting the interest of young students.

Market economy development trends are indicative of the interest of high school graduates in their determination of the field of study. The provision of quality services in education is directly related to the employment needs that is the basic interest of young people in this dynamic period of economic development.

There is little impact seen by quality of services offered at the institution of higher education if the student is not motivated to study. Given this fact, Biznesi College has increased the level of teaching and learning through the additional commitment of the College's capacities such as the increase of practical hours in the fields of the respective study programs as well as the encouragement of students to learn foreign languages, English and German, creating greater learning opportunities for all students.

The increase of quality has been imposed, and for this reason it was necessary to mobilize in this direction all the professional capacities of the College.

Such state has put Biznesi College before key challenges: found in the middle of its mission for quality education and high competition by other institutions.

And another major challenge for Biznesi College has been the unequal treatment of private institutions by the public education authorities in Kosovo, although this approach is improving.

Biznesi College is interested in an equal treatment of all sectors of higher education that we consider that a more advanced approach by state institutions should take place.

So, equal access to values must prevail in free competition whether it is public or private education.

Treating students equally means better and fairer access to employment in the civil service, public and private sectors.

Public and private institutions should compete with programmatic values and quality, but not by giving priority to institutions regardless of who is their founder, the state (public) or the private sector.

So the approach should be equal, constructive and dominate with values against the anti-values in the field of scientific preparation or work.

Despite these difficulties during these years, Biznesi College has marked an average annual level of development of approximately 15 %, in teaching capacity building and infrastructure capacity building, which represent significant development for an institution of higher education in Kosovo and in the region. In this regard, we have an advancement of staff training in the field of emergencies for Kosovo but also Albania and Macedonia.

Biznesi College has made investments in the field of infrastructure meeting domestic needs. Biznesi College is one of competing institutions in the field of higher education along with other colleges and public universities.

Biznesi College has now ensured over 90% of qualified permanent staff according to strict requirements of the Kosovo Accreditation Agency.

College has done the digitalization of academic and administrative processes with original current programming applications.

Biznesi College in the framework of strategies has developed the field of employment of its students in the private sector, drafting training and employment agreements with many companies in the private sector and wider.

Biznesi College Strategic Planning Team has identified the following areas of intervention:

1. Management and Administration
2. Quality Assurance
3. Student Services
4. Teaching and Scientific Research
5. Infrastructure and Technology
6. Cooperation and Partnership on related issues: Innovation and the Private Sector.

Evaluation of the state

As said above, Biznesi College in the last four years has gone through extremely dynamic development processes, and also very challenging faced by its staff with numerous challenges but also with impressive results, as Biznesi College has done in distinguishing the development of emergency sciences not only in the country but also in the region.

As for analysis of the state, the strategic team has applied the instrument of SWOT analysis, thus analyzing the strengths, weaknesses (internal), opportunities and risks as external factors. Such elements were taken into account in building opportunities to prevent or reduce their potentially negative effect (risks).

The strategic planning group has made the analysis of the current situation according to the areas of intervention identifying aspects (mainly strengths and weaknesses) which then are transformed into specific development objectives.

Below is given a brief reflection of main aspects main of state evaluation by the planning groups.

1. Management and Administration

1.1. Decentralization of services in the college

In this field, Biznesi College has followed the rapid development of the administration with relevant changes in the organizational structure and content of administrative services. Initially changes have been made in the adopted organizational structure of the college from the study programs in faculties.

For this reason, but also because of growth of the number of students, Biznesi College has carried out a delegation and decentralization of multiple responsibilities from the dean office to the responsibility of programs. Responsible managers have taken on more responsibilities in personnel selection and management, as well as in the management of material and financial resources.

Now with the increased number of administrative services that are performed at the level of relevant managers, including transfers, supervision of practical work, quality management, student projects and others.

1.2. Digitalization of administration:

During this period, all administration services have been digitalized, including e-Management (planning and reporting), e-Certificate (issuance of certificates), recording of regularity of learning (electronic recording system), communication management in the teaching-student direction (e-Professor - online contact), electronic consultation of teachers with students, salary system (based on electronic recording), and many others.

All of these have been original solutions designed by Biznesi College programming teams within the administration sector. These solutions have enabled release e personnel from routine work for other activities that have helped for better student performance.

1.3. Institutional promotions

As for the challenges of the time and trends in the field of education in Kosovo, Biznesi College has responded with institutional flexibility and diversification of the educational offer.

In the framework of this approach **Institute for Emergencies and Research** has developed Adequate programs in the field of training of staff of public and private companies in the field of safety at work and providing adequate responses in certain situations - earthquakes, floods and fire protection.

Also within the College, a unit has been established for electronic research-access to local and international libraries. The area of management is also accompanied by numerous challenges that were mainly related to speedy growth of the institution and the number of students.

Among the possibilities that are mentioned, are the positive image built by Biznesi College over the years, then better regulation of the legal framework, the development of transparency in the field of higher education and science, the growth of students' interest in taking advantage of opportunities offered for study etc.

At the same time, working groups have also identified numerous risks that have continued to come from the broader circle and context in Kosovo such as the accelerated trend of needs for the domestic market.

2. Quality Assurance (QA)

2.1. The Quality Assurance Framework

The new framework for quality assurance can be one of greatest achievements of Biznesi College in the period of implementation of the previous development plan.

The Quality Office has achieved to properly fulfill responsibilities and tasks of management of teachers in the process and QA.

Relevant forms have been developed for all aspects of QA (including the assessment of students and teachers individually, then the development of curricula, the support of accreditation, contribution given to the self-assessment report, etc.).

Furthermore, the main processes of quality assurance have been digitalized (for example evaluation of teachers by students), procedures for monitoring and support of teaching staff have been decided and implemented.

All these activities that have been undertaken are an effective basis for further development of quality in Biznesi College in strategic interventions of period covered by this plan.

Hiring and development of staff:

At the same time, Biznesi College has invested a lot in ensuring the qualified staff (according to strict requirements in accordance with KAA), and in development of academic and professional

teaching staff. In this context, Biznesi College has managed to have staff in level of 98% qualified and over 92% of teaching personnel as required by the Accreditation Agency.

The office has organized a series of activities (over ten workshops) for professional development of staff with local and international trainers.

Even this has made that Biznesi College look forward to facilitating the next phase of rising the quality of teaching and scientific research in four upcoming years.

The main challenges are also connected to numerous achievements and with making dynamic the processes that Biznesi College has gone through in the four last years.

Initially, there were difficulties in implementation of digitalization of various aspects quality assurance (for example publication of electronic syllabuses and construction of students evaluation based on this approach — already activated); new teaching staff integration to the culture and routine of work at Biznesi College, then the engagement of qualified staff for new subjects in line with technological, economic and social trends;

Outdated methodology of work of a part of staff due to lack of sufficient knowledge of technologies has now been completely overcome through the organization of new trainings; students have sufficient capacity in the use of technology. The office at the same time has also identified various effective opportunities for quality assurance at Biznesi College.

3. Student services

Biznesi College regularly evaluates students related to administrative, academic services offered to them. Results of these evaluations serve Biznesi College for the further advancement of these services and provision of new services by adapting to their needs.

Besides these thoughts of students, groups of planning identified a series of achievements which served for improvement of student life at the college, administration and their performance in studies.

Here opportunities are included for access to electronic resources, provision of transport, support through tutorial classes, digitalization of student services, realization of research projects with participation of students, providing supplementary classes as per needs identified at certain other courses. Among the weaknesses identified, both in student assessments and in planning sessions were: the relative lack of literature which is expected to increase by about 50% with literature in English and other languages, the adaptation of the new library to the new circumstances that are coming, promotion of publications by educational staff and students as well as cooperation in the field of research by professors and students jointly, the requirement for practical studies at work in public and private institutions. Relative lack of research projects involving students, more opportunities for internships and likewise. Amongst the opportunities and requirements for advancement of student services include more student activities on campus and outside it (work at home), more study visits, better use of opportunities offered by new facilities, organization of more student projects and others. All these are addressed in the proposed measures of this Plan.

4. Teaching and Scientific Research

It is of great importance that the college has made significant progress during the past period in these two essential areas for any institution of higher education, at the same time for Biznesi College. In the field of science, twelve (12) scientific conferences of national character and one of international character were organized, either by the staff of Biznesi College or in cooperation with institutions from the region and beyond; thematic symposia and debates were organized with local experts, senior officials from the country; dozens of teachers were supported to attend scientific conferences and publish their papers in scientific journals; dozens of books, monographs (67-sixty-seven), and other works have been published with the support of the College.

Biznesi College has established a commission for awarding scientific prizes for the latest achievements in the field of research.

They are published every year by two issues of the scientific journal "BIZNESI" where dozens of articles have been published by the authors of Biznesi College or abroad.

In the field of teaching, the process of curriculum design has been consolidated, then the methodology of working with students has been advanced. Materials and literature have been provided for all courses, student assessment has been advanced, and other important aspects have been developed that make Biznesi College different from all other institutions in Kosovo and possibly in the region.

In 2017, Biznesi College for the first time successfully organized the process of academic promotion of its staff. In this context, 6 doctors of science have been promoted to the title of assistant professor, and 8 assistant professors were promoted to associate professor.

This has been reflected in various platforms of Biznesi College - which is one of the institutions with the largest online presence with numerous scientific papers published in local and international journals. On the other hand, shortcomings have been identified which have been overcome.

In this period, there was a lot of student interest in building a platform qualified by us as Teaching - Practical Work - Employment, taking into account the requests of students, the College will launch the platform 2020-2024.

5. Infrastructure and Technology

Biznesi College during the past four years has made investments in the education process, teaching spaces have been expanded by more than 500m² only in the campus of Prishtina and that in Prizren.

Biznesi College will continue with investments in infrastructure to follow the institutional growth, both in the number of students and in the expansion of the educational offer (with new programs in the period 2021-2024).

At the same time, despite the significant investments that have been made in the supply of facilities with technological equipment, Biznesi College will continue to invest in this direction to keep pace with the rapid development of new technologies. In addition, during the assessment of the current situation in the field of library infrastructure, a new reorganization and supply of new library literature is expected.

6. International Cooperation

In the field of international cooperation, Biznesi college has faced many challenges, first of all external, but also significant success has been achieved. Among the main challenges have been the setbacks in Kosovo's integration and higher education in the relevant European structures.

Due to the lack of possibility in joining the Council of Europe, Kosovo can not even sign the Declaration and fully join the Bologna Process and the European Higher Education Area.

Delays in the process of European integration have also affected the opportunity to benefit from funds and various European programs and the free movement of teachers and students in this area.

Such a status has made Biznesi College unable to enter into cooperation agreements with elite European institutions.

Despite these difficulties, Biznesi College during the past period has been distinguished among Kosovar institutions of higher education in terms of the number of scientific conferences of international character, especially in the field of emergencies.

To start the process of mobility (exchanges) of personnel and the students with quality European institutions of higher education, Biznesi College has signed agreements with universities in Italy, Albania, Macedonia, Bulgaria, etc.).

Key Aspects of the Plan 2021-2024

During the planning process, the working groups appointed by the Dean have held two meetings of the strategic group, three meetings of the extended group and two meetings of the Higher Education Council to discuss and reformulate the vision and mission of the College, areas of intervention, strategic objectives, Development Plan measures and targets. Initially, the working groups agreed on the vision and mission of the organization:

Mission

The mission of Biznesi College is aimed at providing educational, scientific, research activities, through modern teaching methods in the fields of economics, law and emergencies in building human capacity for the needs of the market economy in the country and beyond.

Vision

The vision of Biznesi College - is building of values: scientific, research and innovation, through which it will affect the economic, social and community development of the country and the promotion of the College throughout the Republic of Kosovo, in the region and broader.

Strategic Objectives (SO)

For the realization of the vision and the realization of its mission, Biznesi College has defined a series

of strategic objectives for the following five-year period. Planning group has set a strategic objective for each area of intervention. Below are provided the strategic objectives of this Development Plan:

- SO 1 Establishment of new institutions as follows: Establishment of the Center of the College for Innovative Teaching (CCIT), the Strategic Planning Unit is established (medium term and long term), Establishment of the unit in the office for international cooperation for application in calls provided by Erasmus +

Measure: Decisions were issued by the High Teaching Scientific Council and work regulations were issued for making them operational.

SO 2. Establish an efficient management and administration in support of academic and research processes,

SO 3. Provide increased support for transparent and participatory quality assurance procedures,

SO 4. Provide services to support students to ensure optimal working conditions in the service of improving student performance,

SO 5. Support development and research projects of staff and students in order to increase the relevance of studies,

SO 6. To advance the working conditions and to establish an excellent culture of innovation and the use of new technologies in order to develop the quality of educational and research services,

SO 7. To advance the cooperation with local and international partners to facilitate the communication and exchange of knowledge, values and achievements of the staff and students of Biznesi College with sister institutions in the country and abroad.

Description of measures according to strategic objectives

After setting strategic objectives, the planning group has identified a series of concrete measures and activities that will serve in implementing the development objectives of Biznesi College. The planning group has identified the measures which are given below as brief descriptions of the strategies through which the implementation of these objectives is aimed:

SO 1. Establishment of new Institutions

SO 1. Establishment of new institutions as follows: The Center of the College for Innovative Teaching (CCIT) is established, which aims to develop the creative scientific mind that will function as a center for both teaching staff and students. **Mission:**

The center provides certified training and professional support services for academic and administrative staff in the College and other institutions of higher education in order to increase the quality of teaching and studies. The center will hire a full time coordinator and a **facilitator** as per program needs.

The center will have these three main components:

- a) Training programs - including drafting of guidelines,
- b) Counseling and mentoring,
- c) Technology and teaching materials.

Training programs and modules will be offered in three forms:

- Innovative creative program that has to do with the design of projects for the future that contribute to the development of Biznesi College but also the high innovative scientific development for the adoption of the circumstances that may appear.
- program for the advancement of the staff for the needs of Biznesi College,
- program for the advancement of staff for the purpose of academic advancement

1.1. The strategic planning unit is established (medium and long term), this unit will provide development materials and directions for future action for the realization of the mission and vision of Biznesi College.

1.2. Establishment of the unit in the office for international cooperation for application in calls for Erasmus +

1.3. Strengthening the functioning of the Quality Office (QO), expansion with staff.

Measure:

The Quality Office will have a Central Office consisting of 10 officials and its support office in Vushtrri of 5 officials.

The Quality Office will draft its strategic plan 2020-2024. The working group is established by internal and external officials.

1.4 Providing increased support for transparent and participatory quality assurance procedures

Measures:

1.4.1. The main elements of the teaching process and student assessment are digitalized

The Programming Unit (administration sector), in cooperation with the Quality Office, works for:

(a) continuing to digitalize important aspects of the learning process, including advancing the publication of syllabi (including the presentation of courses through video projectors), improving the use of technology for presentations (in Power-point), publishing literature, checking and archiving of assignments and results, teacher-student communication for the purpose of teaching. For this purpose, the evaluation of the implementation of the e-Profesori during the first two years will be carried out. The evaluation process will include the ideas of all relevant

participants, but also good practices in other institutions in the country and abroad. Based on the evaluation recommendations, the appropriate interventions in the system will be made.

b) the start of the implementation of the digitalization of a part of the students' assessment through online tests.

Online testing will not replace or eliminate open form test questions, seminars, projects, essays, and others. The purpose of this form is to facilitate and make more dynamic the student assessment process, and consequently the teaching process. The online test will initially be piloted in a number of distance learning courses, to be finalized based on the pilot assessment findings.

3.3. New attractive educational and training programs are designed and accredited.

Biznesi College will use the results of market studies conducted by public and independent institutions, as well as will conduct market needs assessments with its experts, to decide which new programs will be designed.

The results of these studies can also serve for the cessation or modification of programs in certain fields (if there is no interest or clear perspective for graduates). During the implementation period of this Plan, Biznesi College will focus on both certification programs and multidisciplinary programs. In addition, Biznesi College management will regularly update at least 15% of the content of all accredited courses to follow the trend of knowledge advancement.

1.4.2 Online study programs are designed, accredited and implemented aimed at students from the diaspora and other countries.

Target: Biznesi College will design and accredit online study programs which will be used either for the implementation of combined learning or for forms of e-learning. This form of teaching will also serve to facilitate the inclusion of Albanian students from the diaspora and foreign students who will study at Biznesi College in the future.

The program will be designed by the programming unit in collaboration with the experts of Biznesi College for the selected fields. At least one online study program is available by the end of the year.

1.4.2 Practical work component is strengthened:

Target: The College has already developed highly productive professional practice routines for its students in all fields of study. In order to advance this important aspect, the College will establish and consolidate the unit for practical work at the level of the Dean's Office. This unit will be engaged in active cooperation with partner institutions to provide quality internships for Biznesi College students. For this purpose, cooperation protocols will be negotiated and signed. On the other hand, the College will enable its students to perform practical work within its sectors and units that are adapted to the nature of studies in the respective programs.

Until 2022-2023 all study programs enable/approve students at least two professional practice internships lasting at least 200 hours

1.4.3. The fund for research projects of the staff of Biznesi College is implemented. It allocates 2% of the budget for research projects of teachers. These projects aim at advancing the basic and applied research and serve to improve the educational and scientific services in Biznesi College.

One of the main criteria of these projects is the involvement of young researchers and relevance for the economic and social development of the country. Biznesi College will set other criteria for the selection of winning projects.

Every year the College supports at least 10 small research projects. Every year, at least 2 scientific conferences of regional and international character are organized to present the results of research projects.

1.4.5. The fund for research projects of the students of the College is established and implemented

Target:

Biznesi College allocates 1% of the budget each year for the needs of student research projects. Teachers and students of the College compete jointly for the benefits of this fund. The fund serves primarily to cover a part of the costs of research projects for thesis (bachelor and master). Biznesi College assists in the implementation of the research part of at least 40% of the diplomas by 2022.

1.4.6. Various awards are established that affirm the scientific research in the Biznesi College. The Dean of Biznesi College and HTSC draft and approve the regulation for the affirmation of the scientific research in Biznesi College. This regulation provides for a number of awards for outstanding work and scientific achievement, including the most cited teacher, the best book, the best scientific article, and the like. The Dean's Office appoints a commission to select the winners. Prizes are awarded each year at the end of the year or on marked dates.

Target: Each year, the respective awards in the field of scientific research are awarded.

1.4.7. Capacities are built for application in local and international calls for research projects.

The College will organize training programs for drafting research projects in general, and for drafting project proposals for international research funding (such as Horizon2020). These trainings are organized by both experts of Biznesi College and external experts, organized by MEST or the European Commission.

Target:

Every year at least one workshop is organized for application in international scientific programs. During the implementation period of this Plan, each teacher of Biznesi College will have the opportunity to participate in at least one capacity building activity for the design and management of research projects.

1.4.8. The editorial board of Biznesi Magazine is strengthened and supported

The College will review the composition of the Magazine's Editorial Board and strengthen the journal's secretariat. Biznesi College will start publishing the online version of the magazine "The best work" by the end of 2019. All papers published in the "Scientific Paper" are read by at least two independent reviewers. The editorial office of the magazine "BIZNESI" will continue to publish thematic issues, following the conferences organized by the departments (or group of departments) of Biznesi College.

Target: The magazine "Biznesi" is published at least twice a year in electronic form and in paper.

1.4.9. Funds are allocated for the organization of international scientific conferences.

Biznesi College will continue to organize scientific conferences of regional and international character.

international. The Rectorate of Biznesi College approves the annual proposal of the scientific conferences that is delivered from certain programs. Conference expenses approved are covered by Biznesi fund for scientific research.

S.O. 2. Establish an efficient management and administration in support of academic and research processes

Measures:

2.1. New regulations are drafted to follow the development and expansion of Biznesi College, as well as to install an excellent new culture of innovation in management, teaching and research. Biznesi College appoints a working group to assess the needs for new regulations in order to follow new institutional, organizational, structural, human, and technological developments. After the needs assessment, the work plan and dynamics of actions are drafted, including the approval of new regulations as well as the recruitment of additional staff in the administration.

Depending on the field that is regulated, the Dean's Office or the High Scientific Teaching Council appoint the working groups for drafting the respective regulations. Biznesi College can hire external experts depending on the expertise present in Biznesi College.

In some cases, prior to final approval, certain regulations are piloted to see their practical implementation.

2.2. The digitalization of the administration is finalized

Description of the measure:

Initially, Biznesi College will assess the current state of digitalization of services and the satisfaction of teachers and students with these services.

An important aspect of the evaluation will be the research of good digitalization practices in other regional and international institutions. The evaluation will be carried out by an independent evaluation team appointed by the Rector, who will draft a report on the degree of digitalization of services and the continuation of creative service delivery. Based on the report, a plan for the advancement of the digitalization system of administrative and student services in the Biznesi College will be drafted.

2.3. A more decentralized system of leadership and management of Biznesi College is established

The above-mentioned team also evaluates the good management practices of higher education institutions in the region and in Europe and proposes recommendations.

2.4. The e-Management system is finalized and implemented

In the framework of the digitalization of the administration (Intranet), special attention will be paid to the finalization of the e-Management mechanism (Intranet). To this end, the quality of the current system, its use, strengths and challenges will be examined. Based on the results of the review, the decision is made for redesign, system upgrade or application of another system ready for the facilitation of management in Biznesi College through digital technology. For better decision-making, good international practices will be taken into account - especially among Biznesi college partners.

2.5. The staff performance evaluation system in Biznesi College is advanced and implemented.

This means that the system will be built on the mission of the workplace and based on the individual development planning of the staff in order to better accomplish the mission.

The following activities will be organized for the realization of this measure:

- Evaluation of the current performance evaluation system
- Recommendations for system advancement
- Decision on the performance appraisal program (drafting guidelines and regulations)
- Informing staff about the performance appraisal system, including the role of each member
- Defining the mission of the organization, unit and each individual workplace
- Assessment of the needs for professional development of the staff (identification of programs)
- Implementation of staff training programs. These programs may include short courses for certificates, formal study programs, participation in exchange programs and mobility with partner institutions etc.
- Implementation of the performance appraisal system in accordance with the approved regulations and guidelines.

2.6. Marketing services are advanced to convey the diversification of academic and research services at Biznesi College.

Description of the measure:

The development needs of the staff, marketing are identified and training programs are organized in accordance with the needs and towards the mission of the unit and the workplace, including professional programs in the field of marketing abroad; Training programs are organized for the staff of the marketing unit in the field of internationalization of the work of Biznesi College; Training programs are organized for the staff of registration centers (in the field of communication, IT, Biznesi College policy programs, information materials, etc.). A communication program is developed with partners and the community, including a plan of events and activities with community.

2.7. The programming and IT sector is supported to continue the digitalization of administrative and academic processes.

For this purpose, a program will be designed for the training of programming and IT staff in the field of programming and maintenance of new technologies. This training can be done in the form of short two-day courses or certificate courses of up to six months. This is because the digitalization of services is a strategic orientation of Biznesi College.

2.8. The information sector is supported for the advancement of public relations and the improvement of the website.

S.O. 3. Providing services to support students to ensure optimal working and study conditions for improvement of performance.

Measures:

3.1. Library activities are carried out to support and increase the performance of students in studies. The staff of the library of Biznesi College will finalize the program for information/training of students and will implement it at the beginning of each semester with all beginner students. This sector will compile brochures, leaflets, brief information, sketches and orientation guidelines to facilitate students' access to and benefit from library services. Library

staff will also develop a guide to good practices in the use of book resources and the avoidance of plagiarism and other forms of unethical conduct in academic work. This guide will be distributed at the beginning of each year and will be a mandatory part of at least one lecture in all college courses.

3.2. Services are organized to support students from minority communities and for students with special needs (support in literature, technology, language support, etc.);

Target:

Biznesi College is distinguished in Kosovo for its involvement and support of minority communities.

Such a policy will continue and will be strengthened during the period of implementation of this Plan. To this end, Biznesi College will strengthen the coordination point for the teaching of minority communities (by engaging a member of the academic staff in each department, among others, to provide academic support to communities).

In addition, cooperation agreements will be negotiated with institutions in the region that provide instruction in the languages of minority communities in Kosovo; scholarships will be awarded to members of these communities; study tours will be organized especially for students from minority communities; they will be a mandatory part of any mobility agreement with relevant educational institutions and others.

3.3. Study trips are organized (at least one per department per semester) in the country and abroad for better implementation of curricula.

Target:

Pursuant to this measure, Biznesi College will organize study trips in the country, in the region and in Europe, respectively for all students of master programs and for most of the students of the bachelor level. Travel expenses will be covered jointly by Biznesi College and by the participants. Participation in these trips will be part of the curricular obligations of students. The main purpose of the trips will be to enrich the learning experiences of students with good practices at home and abroad for their field of study. The study trip plan will be approved at the beginning of the academic year by the High Teaching Council of the College. Individual trips will be approved by the Dean and Vice Dean for teaching in implementation of the tour. Each student benefits from the learning experiences of at least one study trip during an academic level.

3.4. Student life activities are organized inside and outside the campus of Biznesi College in order to familiarize students with the institution; The High Teaching Council of Biznesi College allocated the fund for the activities of the Union of Students.

Annual Work Plan: before the beginning of each academic year (in August of each year) the Union of Students proposes to the High Teaching Council the annual work plan for approval. The activities approved in the Plan are covered by the College for student activities.

3.5. Student activities are organized for better information, recognition and liaison of Biznesi College with high schools;

Target:

The Student Union of Biznesi College will draft a campaign plan for the dissemination of values and good practices of Biznesi College, targeting the community and primary and secondary

schools in Kosovo. The High Council and the Dean's Office will support the most creative approaches and activities of this plan.

Every year, all pupils in Kosovo recognize the values, advantages and good practices of studying in Biznesi College

3.6. Foreign language courses are organized in local languages for all interested students to facilitate the integration of students from communities and foreign students.

Target:

All interested students benefit from this opportunity with preferential terms (courses with a discount of up to 50% of the cost).

Strategic Objective

3.6.1. Support research projects of staff and students in order to increase the relevance of studies

S.O. 4. Advancement and scientific research fields as well as digitalization of services

4.1. Capacities are built for application in local and international calls for research projects. .

4.2. The editorial board of Biznesi Magazine is strengthened and supported

4.3. Library services and other services are digitalized.

Target:

Due to the great importance of library services for student performance, during the period covered by this Plan, Biznesi College will provide qualified and dedicated staff in the library, as well as provide ongoing professional development for staff in relevant fields for their work. In addition, Biznesi College will triple the fund of printed books and will ensure the participation of Biznesi College and permanent access of students to the most popular online resources (such as EBSCO), as well as to online libraries and journals by field of study (economics, law and emergency). Library staff will develop a training and information program for staff and students on the use of online resources. This program will be mandatory for the promotion of academic staff. On the other hand the continuation of the program will be calculated with a corresponding number of ECTS credits for the students who attend.

By May 2021, Biznesi College Library is expected to be fully operational and consolidated as one of the best university libraries in the region. By 2022 according to the parameters of our plan, it is expected to increase five times the number of library visitors per year; By 2020: the number of printed books has tripled in the library of Biznesi College.

4.4. Various academic and cultural activities are organized on a commercial and non-commercial basis once a year for sports, recital, and other activities. Some of these activities will be integrated with other academic and scientific events such as conferences, roundtables and debates.

Target: At the end of the implementation period of this Plan, the College becomes a dynamic and vibrant cultural and artistic environment related to the academic and scientific aspects.

S.O. 5. Collaboration and partnerships

5.1. The Office for International Cooperation is strengthened:

After several years of successful operation it has become imperative that Biznesi College wants to increase the capacity of the office as follows:

- a) negotiation and signing of international agreements
- b) drafting project proposals and project management
- c) coordination of cooperation programs
- d) mobility management for all departments of the respective programs
- e) facilitation of internal partnerships in order to carry out practical work.

This will require office staff: a director and three program coordinators - all well versed in their respective fields (projects, mobilities, partnerships) and foreign languages. Following the hiring process, staff training will need to be organized.

5.2. Mobility agreements and programs for staff and students are signed and implemented (Erasmus +)

Description of the measure:

Biznesi College has already established several cooperation lines for the realization of mobility for students and staff. Over the next five-year period, the College will multiply the number of collaboration programs and individual mobilities of staff and students. This will be achieved by increasing the capacity for sending and admitting staff and students. For example, free foreign language courses will be organized for students and staff interested, information sessions will be organized, training programs for students and staff to compete in mobility programs, leaflets and brochures for Biznesi College will be printed, but also for foreign partner institutions of higher education, accommodation and food capacities will be increased, institutional support will be organized for the issuance of visas for our students and staff etc. Biznesi College will work to increase opportunities for competition for mobility programs, always within the framework set for Kosovo by the European Union.

Target 1: competing in at least one ERASMUS PLUS project per year. Biznesi College will also work to reach bilateral agreements for the exchange of students and staff and mutual recognition automatically with the achievements of the host institution. This will be done especially with higher education institutions in the region (Albania, Montenegro, Macedonia, Bosnia and Herzegovina, etc.).

Target 2:

Signing at least one such bilateral mobility agreement per year.

5.3. Capacities are built to compete in local and international higher education projects

Target:

5.4. Biznesi College will establish the office for project management within the office for cooperation and partnerships. This office will employ at least one full-time expert. Other officials will be hired to implement projects depending on the projects won. This office will cooperate with all departments in Biznesi College to compete in various projects with local and international funding. The training program will initially serve to build the capacity of the office staff to design and manage international projects. In the second phase, this office will organize the training of staff for drafting projects for local and international funds.

Drafting and approval of regulations for participation in local and international projects.

Completion and functioning of the office by the end of 2021- January 2022 Competing in at least one project per year.

5.6. Agreements are signed and implemented for the implementation of study programs by internationally recognized institutions (of all levels).

Description of the measure:

The College will increase its efforts to increase the volume and quality of cooperation with institutions from the country and the world. For this purpose, partners will be identified, cooperation agreements will be negotiated and signed in the field of staff development and exchange, mobility, drafting of joint programs, organization of conferences and joint research projects. As so far, the College will be committed to genuine cooperation agreements, avoiding only formal cooperation programs.

5.5. The internationalization of educational programs and services takes place to increase the number of mobility and foreign students enrolled in Biznesi College. The period of implementation of this Development Plan will be characterized by the internationalization of the educational offer of Biznesi College. In line with the increased demands and new trends in the field of internationalization of higher education, Biznesi College will implement measures in the field of internationalization of higher education to increase its educational offer for mobility, exchange programs and student enrollment from other countries. To this end Biznesi College will take a series of measures, including:

- construction of a dormitory for the accommodation of students and guest lecturers,
- Improving the restaurant services in Biznesi College,
- Advancement of transport services,
- Advancing the online presence on the website turned into a comparative advantage over the competition in the country and abroad. In this regard, it also serves for the very positive image already created.

5.6. Improving student information on international mobility programs and opportunities for institutional and individual exchanges. Biznesi College will engage officials at the dean's level and at the level of departments (faculties) to better inform students interested in participating in mobility and exchange programs in other institutions in Europe and beyond. At the same time, the level of information for foreign students who want to know more about the College will be significantly improved by following more information and news on the website and by making available e-mail addresses for questions and answers. A presentation, which will be constantly updated with the latest developments, will be constantly published on the website of Biznesi College. In addition, an official of the Office for International Cooperation will be available to students for individual application in international mobility projects.

Target: Instruments, routines and regular procedures for informing students to participate in regional and international mobilities have been established by the end of 2020.

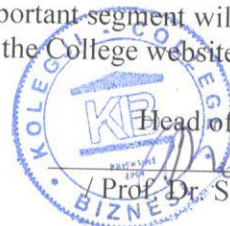
Communication Strategy

All communication activities of this plan will be coordinated by the Dean's Office from time to time, the Dean's Office will seek the assistance of various sectors - especially at the time of reviewing the implementation of the plan. In addition, a dean's official will be directly involved in monitoring the implementation and informing the dean's office, the High Teaching Council,

partners and the public about the plan implementation process. The Dean's Office, through the quality office, will regularly collect information from the monitoring for the purpose of annual reporting to the High Council of Biznesi College regarding the quality of implementation of the Plan. The Dean's Office of Biznesi College has developed a process with broad participation for the drafting of the Development Plan for the years 2020-2024. After drafting the Plan, the Dean's Office will publish the plan on the College's website for information and feedback from staff, students and partner organizations. After discussing the version and including any comments, the Dean's Office will submit the document to the High Teaching Council for discussion and approval.

Upon approval by the High Teaching Council, the dean's office will develop stakeholder information materials, including partners, the community and businesses. For this purpose, leaflets and information brochures will be drafted, while the plan will be continuously published on the website. The materials on the website will be published in Albanian and in English in order to reach as many beneficiaries and stakeholders as possible. In addition, information meetings will be organized in the College units to mobilize staff, administration, students and partners to implement the measures planned in the plan. Then, an information event will be organized according to the need of evaluation with schools, and with businesses respectively. Here, the other parties will be informed about the relevant parts of the plan. Each year, in July, the implementation of the plan measures will be reviewed and the annual action plan for the next (academic) year will be drafted. This review and planning workshop will involve all management staff and relevant stakeholders. These review workshops will also serve to review and increase the mobilization of staff and partners for its proper implementation. In particular, during the implementation review process, attention will be paid to measures related to new technologies, innovations, diversification of services, etc.).

In 2022, an intermediate review of the implementation of the plan will take place. In this case, a workshop with wider involvement will be organized, including partners, the community, educational authorities and sister institutions and others. This process will intend a review of the implementation and review of the measures envisaged in the original plan. This will be done to adapt the measures to the changing context of the education sector in the country and beyond. This event will serve to mobilize additional funds to finance the implementation of the plan as well as to capitalize on other opportunities for implementation of the Plan that may arise as a result of advancing the process of European integration and increasing the economic strength of the College, population or budget of Kosovo. In addition to these forms of communication and information, the media (electronic and printed) will be used in order to better inform the public about the implementation process, including the challenges and success of this plan. From the media, priority will be given to electronic and digital media - due to the faster transmission of information. This will require strengthening the capacity and procedures of the unit for information and public relations. An important segment will be the promotion of the Plan and its related activities in foreign languages on the College website.



Head of the HTSC

Prof. Dr. Shyqeri Kabashi/